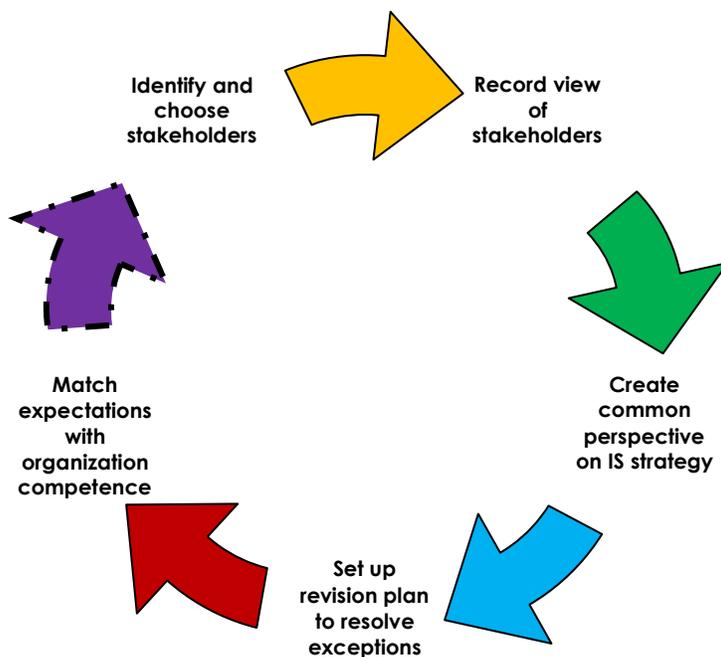


Way 42 - Stakeholder views on IS/IT portfolio



5 Steps For a success IS strategy

Predicting the outcome! To get insight in the views of the different stakeholders is an important in order to create a successful IS/IT strategy.

Toolbox 1.0

- ✓ Participants are not the same as stakeholders
- ✓ Anyone that influenced by the IS strategy

1. Identify and choose the stakeholders

(toolbox 1.0). The choices that are made can influence the way the user has to work a great deal.

2. Recording view of stakeholders

(see toolbox 2.0), According to [Schmidt et al](#) (2001), stakehol

ders may see risks in projects which the IS strategy planning

manager did not notice. Roles, responsibilities and expectation of each stakeholder can be compared

Toolbox 2.0

- ✓ Check the roles, responsibilities and expectations of each stakeholder
- ✓ Risk factors involved according to each stakeholder

with the way IS strategy sees.

3. Common perspective on IS strategy

(see Figure 2) with make analysis for change needed and perceived benefits for each stakeholders. List of perceived resistance and commitment of each stakeholder is in the next step

as **4. Set up revision plan to resolve exceptions** in order to avoid the problems that might arise. (see Figure 2)

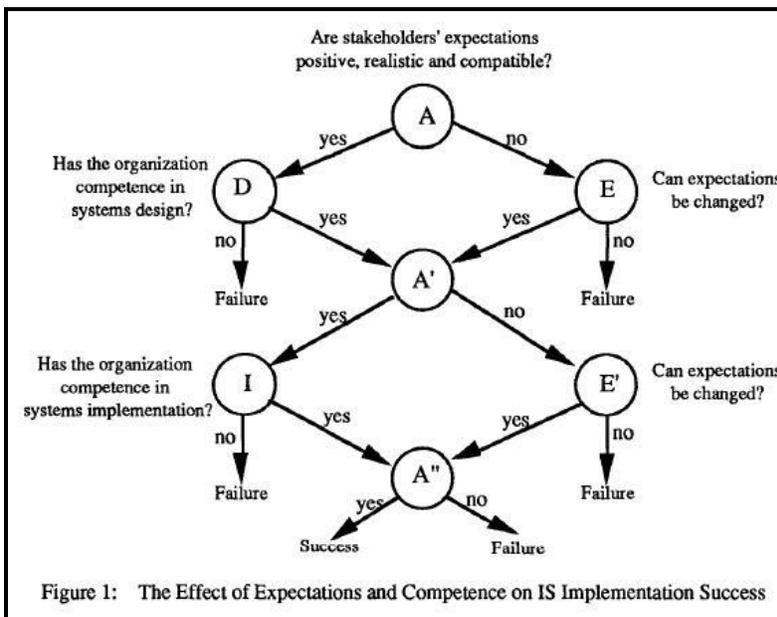
5. To match the expectation with organization competence. [Abreu's and Conrath's model](#) (1993) at the figure 1 is based on expectation from stakeholders. Success is defined as acceptance, use, satisfaction and value. Expectations can be changed and when an organization demonstrates competence in

“Expectation Management is a critical risk in management strategy”

— *BACCARINI, 2004.*

systems design or implementation, such a change can occur. According

to [Schimdt \(2001\)](#), failure to observe and manage these expectation, may very well lead to failure of an IT project. In the Figure 2 below, the information that gathered from all previous steps can be implemented in the following example matrix model for each stakeholder (Ward, 2002) & (Benjamin and Levinson, 1993).



Stakeholder group	Perceived benefits (disbenefits)	Changes needed	Perceived resistance	Commitment (Current and Required)				
				Anti	None	Allow it to happen	Help it happen	Make it happen
Customers	Configuration tailored exactly to needs - no testing / reject	None	None					
Sales and marketing managers	Improved customer service and product quality image	New incentives to get sales reps to use system with customers	Reluctance to change reps reward systems				C — Action required? —> R	
Sales representatives	(Extra work in preparing requirements and quotes)	To use system and improve quality/accuracy of quotes	No time available to use/ learn system. Loss of autonomy	C			Action required? —> R	
Manufacturing/ Logistics	Removes need for configuration checking. Less returns/queries	Stop current checks to put onus on reps to get it right	Do not trust sales reps' accuracy in requirements/ quote	C			Action required? —> R	
IT developers	New advanced system - remove old difficult to maintain system	Skills in expert system development	None					

Based on a project to implement an expert system for Product Configuration

Figure 2 Stakeholder analysis (source: after Benjamin and Levinson)